



CITY OF FORT SASKATCHEWAN

Strategic Plan

2023-2026



CITY OF
FORT SASKATCHEWAN
FORTSASK.CA





Our History

Fort Saskatchewan has a proud heritage, shaped by the people and events of our past. Home to the Indigenous Peoples of Treaty 6 territory, this region has grown and changed along with generations of hardworking and innovative people since time immemorial. Though easy access to the river attracted early explorers, fur traders, and settlers, only those who could contend with the frequently harsh environment stayed to make their living. The area's natural bounty provided the foundation for settlement and industrial development, but it is the spirit and resourcefulness of the people who live here that has made Fort Saskatchewan what it is today.

That ingenuity and hard work is driving us still. Consistent, strong population growth and access to quality services and facilities, coupled with our small-town feel and rich history, makes Fort Saskatchewan a preferred place to live and do business.

.....

The City of Fort Saskatchewan is located within Treaty 6 territory and Métis Nation of Alberta District 11; the ancestral and traditional territory of the Nehiyawak, Dene, Blackfoot, Saulteaux, Nakota Sioux, and Métis. We acknowledge the many First Nations, Métis and Inuit whose footsteps have marked these lands for generations. It is because of our treaty relationship that we can live, work, and play on Treaty 6 territory.

.....



Our Community Vision

We are a welcoming, compassionate city.

We are a friendly, multi-generational community and there is a strong sense of pride and ownership in what we have accomplished together.

As a community, we are stewards of the environment and are committed to using our resources wisely.

We have a deeply rooted respect for our place and celebrate the river valley.

The Fort is a leader in sustainable eco-industrial development with a flourishing local economy.

We support every aspect of life in Fort Saskatchewan from local business to social services.

We know our history and have a dynamic vision for our future.

Arts, recreation, and culture thrive.

Downtown is the heart of the community; it is a vibrant destination for business or play and an attractive place to live.

Fort Saskatchewan is home with a small-town feeling at heart and where a strong sense of community thrives.

.....
The following pages outline our plan and the steps we will take
over the next four years towards achieving the vision of our city.
.....



OUR MISSION

Working together to create a sustainable and thriving community through exemplary leadership and management.

OUR CORE VALUES

Our commitment to each other and to our citizens

LEADERSHIP – Take ownership in achieving results

INNOVATION – Embrace new ways of doing things

SERVICE EXCELLENCE – Deliver “WOW” service to our community

FUN – Enjoy what we do and bring passion to our work

OUR GUIDING PRINCIPLES

Just as our values are reflected in everything we do, our decisions and actions are aligned with the following guiding principles.

CONTINUOUS IMPROVEMENT

We constantly look for ways to improve our services, refining our daily practices, keeping the leading edge in sight, and being open to change.

STRATEGIC THINKING

We use a strategic and forward-thinking mindset and consider the impact of decisions on others.

COLLABORATION

We work collaboratively with our colleagues, residents, partners, regional neighbours, and stakeholders.

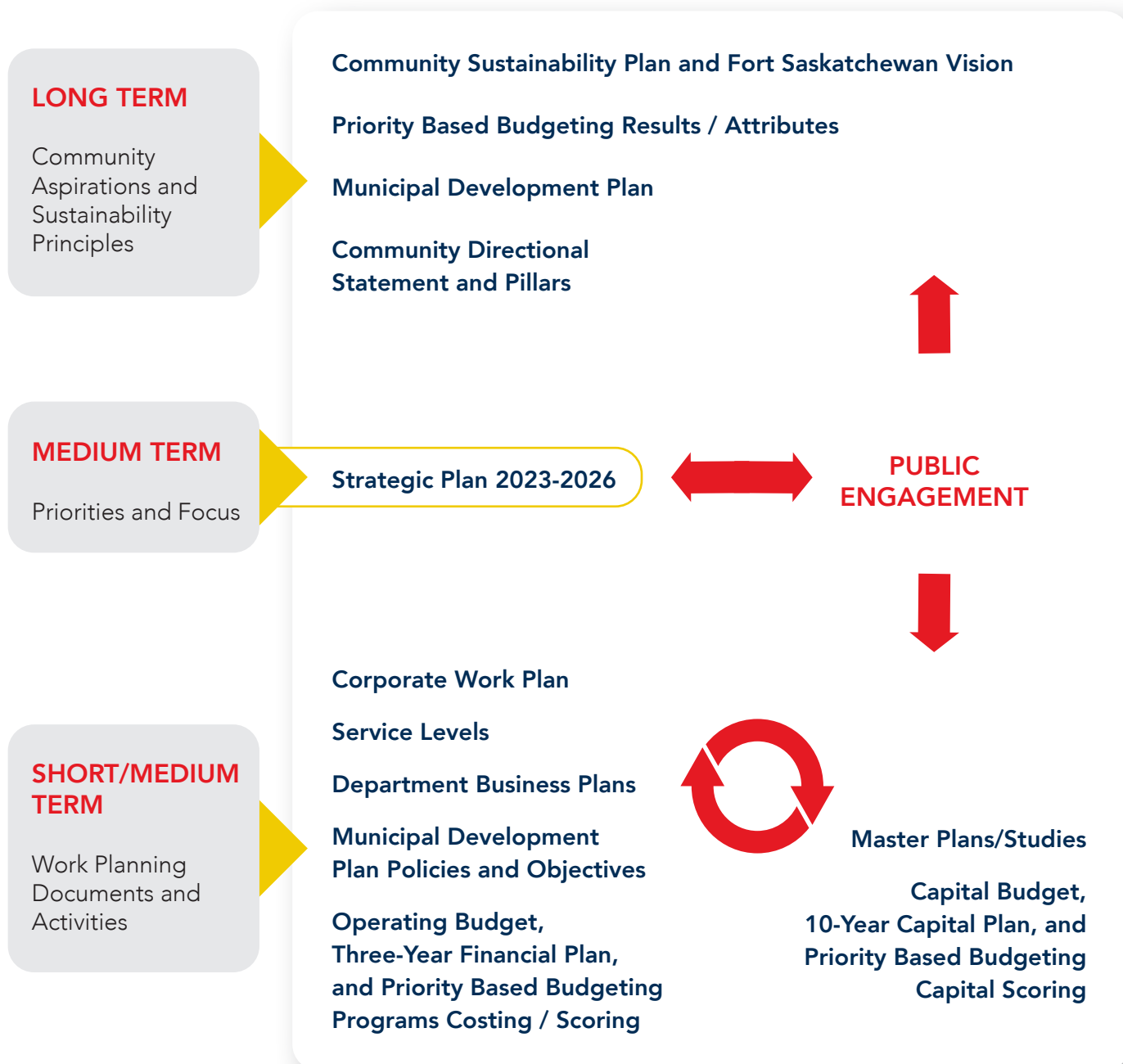
STEWARDSHIP

We are good stewards, accountable for our community's resources, managing costs, and investing for the future.



Strategic Planning Framework

Fort Saskatchewan's future will continue to involve change - change in population, economy and the services provided by the City. Our Strategic Plan provides direction to make informed decisions, sets priorities, focuses resource allocation, and addresses strategic issues facing the municipality, now and into the future. The Strategic Plan also serves as the foundation on which department business plans, master plans, and budgets are developed and approved.





Strategic Plan Goals To 2026

Strategic Plan goals are higher order objectives that must be accomplished for success of the vision; goals emphasize specific areas of focus over four years. Strategic Plan goals are not comprehensive of all that we do but highlight where focus is required.

Outcomes are a description of the result of what will occur when a goal is reached.

Strategic Plan initiatives are higher level directional actions that move us toward the achievement of a goal.

1		Well-Planned Community and Resilient Economy
2		Strategically Managed Infrastructure
3		Welcoming, Compassionate and Active Community
4		Environmental Stewardship
5		Operational Excellence and Continuous Improvement



1



Well-Planned Community and Resilient Economy

GOAL

Strategically plan, prepare, and manage responsible and sustainable growth for our residents and businesses.

OUTCOME

Excellence in planning and land use has balanced quality of life, sustainability, and economic development that has shaped how our community has grown to maintain its small-town feeling, a strong sense of community and a resilient local economy.

STRATEGIC PLAN INITIATIVES

- ❖ Create a new Land Use Bylaw to align with the Municipal Development Plan, promoting efficiency and cohesion between plans.
- ❖ Undertake downtown initiatives to help attract visitors, new development, and increase the vibrancy of downtown.
- ❖ Implement the Municipal Development Plan (2021) policies, strategies, and planning projects to help achieve the Community Direction Statement for the future of the city with 50,000 residents.
- ❖ Participate in regional economic development initiatives with strategic and economic benefit for the City.
- ❖ Prioritize potential and current industrial development expansions and opportunities, including Dow Chemical Canada's Path2Zero project and other major projects.
- ❖ Development of growth/annexation area servicing plans and levy plans to prepare lands for future use.
- ❖ Work with Alberta's Industrial Heartland Association members to update the financing model to reflect the current economic climate.
- ❖ Coordination for designated industrial zone policy and development permit processes with Alberta Industrial Heartland Association to manage and encourage sustainable industrial growth.
- ❖ Create a new assessment class for derelict properties within the downtown.
- ❖ Development of School Board Joint Use and Planning Agreements to enable the integrated and long-term planning and coordinated placement of new school sites and redevelopment of existing school sites.



2



Strategically Managed Infrastructure

GOAL

Maximize our existing infrastructure and plan for long-term efficiency, cost, and resiliency when considering new infrastructure.

OUTCOME

Strategic investment and strong asset management practices have ensured critical infrastructure is in place, maintained, optimized, and strategically planned to meet the future needs of the community.

STRATEGIC PLAN INITIATIVES

- ❖ Neighbourhood Rehabilitation Study to determine and validate long-term costing of the program to ensure a reliable road and utility network by replacing infrastructure at the end of its functional life.
- ❖ Determine the preferred option to meet future water needs as the City's demands continue to increase.
- ❖ Undertake a Wastewater System Master Plan to support wastewater service and system planning.
- ❖ Asset Management continued implementation of the program that enables coordinated, cost effective, and sustainable approaches for stewardship of the City's resources.
- ❖ Ongoing review and refinements to 10-year Capital Plan content, process, and supporting documentation.
- ❖ Assess existing storm ponds and develop a Stormwater Drainage Plan that ensures best practices and climate change readiness standards that are incorporated into development regulations and maintenance processes.
- ❖ Continued evaluation and planning for major capital projects within the 10-year Capital Plan including: Veterans Way Corridor Widening and Pedestrian Crossings, Fire Station, Aquatics and Materials Handling/Snow Dump Site.
- ❖ Continued use and implementation of Vision Zero strategies and the Safe Systems Model with resultant changes to roadway infrastructure and traffic safety culture.
- ❖ Continued study and future planning of roadways to guide the City's transportation infrastructure including the Transportation Master Plan update (2026) which will incorporate an Active Transportation Master Plan.



3



Welcoming, Compassionate and Active Community

GOAL

Support diverse community needs to create a complete community where everyone, regardless of circumstances is able to experience all the City has to offer.

OUTCOME

Residents live in vibrant, inclusive neighborhoods and a welcoming compassionate city where they can participate fully in all aspects of the community and where diverse and accessible recreation, culture and arts opportunities thrive.

STRATEGIC PLAN INITIATIVES

- ❖ Continue to promote indoor venues and outdoor spaces, events, festivals, and history that create community benefit as well as economic benefit by attracting visitors to see and experience what the City has to offer.
- ❖ Development of Community Social Response Framework to understand issues, City roles and responses that reflect our commitment to an inclusive and welcoming community.
- ❖ Undertake Jubilee Recreation Centre modernization.
- ❖ Diversity, Equity, and Inclusion Action Plan continued implementation with emphasis on community accessibility of City venues and community and employee mental health and wellness.
- ❖ Undertake outdoor parks and trails plans and projects including Open Spaces Master Plan and Fort Centre Park Phase One development.
- ❖ Undertake an Indoor Recreation Infrastructure Service Level Review to collect relevant information and data to help inform future aquatic, indoor ice, and fitness/wellness infrastructure.
- ❖ Continue to implement the Truth and Reconciliation and Indigenous Relations Multi-Year Plan including relationship building, knowledge gathering, and education.
- ❖ Investigate methods to support Heartland Housing Foundation's efforts to provide affordable and near-marketing housing options.



4



Environmental Stewardship

GOAL

A commitment is in place to using our resources wisely and implement sustainable best practices.

OUTCOME

Supporting tools are in place to foster the well-being of the environment. Efforts are taken to reduce usage of limited resources and protect natural spaces.

STRATEGIC PLAN INITIATIVES

- ❖ Operationalize the new Eco/Transfer Station and implement Provincial Extended Producer Responsibility standards to help encourage waste reduction and diversion programs.
- ❖ Prepare an Urban Forest Protection and Enhancement Plan to further improve and add to existing assets while also preventing unnecessary or premature loss.
- ❖ Investigate usage of satellite City maintenance yards for efficiencies and to reduce travel distances for City vehicles and equipment.
- ❖ Naturalize strategically selected greenspaces for environmental and economic benefit and monitor the health/well-being of naturalized spaces.
- ❖ Assess the condition of the riverbank to ensure land uses are not creating slope instability.
- ❖ Create a Drought Preparation Plan and develop strategies that can be used to reduce potable water use throughout the city during high-demand periods.
- ❖ Review alternatives and cost impacts to determine preferred fuel sources for the City's small and large fleet to best serve the community for the next 10 to 20-year period.
- ❖ Preparation of an Urban Agricultural Plan to increase awareness and understanding for business and residents of the importance of agriculture and agri-food sectors within urban service areas, to help grow the regional economy, as well as promote the ecological and social benefits urban agriculture provides to communities. (Regional Agriculture Master Plan-Edmonton Metropolitan Region Board).



5



Operational Excellence and Continuous Improvement

GOAL

Continuous improvement; constantly looking for ways to improve our services through innovative practices, technology, collaboration, and consultation.

OUTCOME

Problem solving, collaboration and leadership has fostered ongoing improvements focusing on our customers' needs enabling positive change to ensure service excellence is delivered in an efficient, effective, and sustainable basis.

STRATEGIC PLAN INITIATIVES

- ❖ Ongoing implementation of programs and processes for risk management and insurance to identify, evaluate and mitigate risk within City operations.
- ❖ Undertake review of City branding as well as a comprehensive update of City's website to meet future requirements.
- ❖ Continued evolution of the City's Emergency Management Program to ensure strong plans, measures and programs are in place pertaining to prevention, preparedness, response, and recovery.
- ❖ Ongoing review and refinement of advocacy strategies to direct and strengthen the City's message when addressing policies, issues, and funding with other levels of government, regional neighbours and agencies including machinery and equipment assessment, regional transportation, and Veterans Way improvements.
- ❖ Continue to collaborate in regional partnerships with the Edmonton Metropolitan Region Board, Strathcona County Inter-Municipal Relations Committee and other regional initiatives that may gain efficiency and effectiveness for the City from a regional approach.
- ❖ Undertake a Fire Services Master Plan to guide the department over the long term including operations, facilities, emergency preparedness, service levels, and costing.
- ❖ Investigate utility billing fee structures that more accurately reflect actual costs, with specific consideration for summer water usage.
- ❖ Continued focus on business planning framework including refinements to department service level documentation and development of performance measures to inform program delivery and support continuous improvement.
- ❖ Ensure programs are in place to support corporate culture and values, staff retention/attraction, leadership, and mental health.
- ❖ Develop a recommendation for the future of the Citywide Emergency Siren System.
- ❖ Continue focus on organizational technology and modernization including Microsoft 365/Teams, records management, Enterprise Resource Planning and IT Security and Data Management to ensure innovation advancement across the organization.



CITY OF
FORT SASKATCHEWAN
FORTSASK.CA

